

ROKOSCH

GRANDSTAFF

THOMPSON

CHILCOTT

DRISCOLL

PLETTENBERG (Clerk & Recorder)

Members Present..... Commissioner Jim Rokosch,
Commissioner Carlotta Grandstaff, Commissioner Alan Thompson, Commissioner Greg
Chilcott and Commissioner Kathleen Driscoll

Date.....August 22, 2007

Minutes: Beth Farwell

The Board met with Johnson Controls to discuss the energy performance audit and contract. Present were Mike McCourt, George Tocquigny, Jon Miller from Johnson Controls and Human Resource Director Skip Rosenthal.

George gave a presentation for the Energy Performance Contracting Audit (preliminary findings). He started by giving a quick review which lead into the preliminary audit and financial results.

George stated the County obligation for development fee is \$20,000. They are currently in the review process and are now moving to prioritize the scope. Performance contracting uses guaranteed operational savings and avoided capital expenditures to fund repayment of capital for building/infrastructure improvements.

George explained the savings and costs. He stated the savings to the project would be electric, gas, other fuel cost savings, avoided operating & maintenance costs, avoided capital expenditures and any rebates and grants available. The costs to the project would be debt repayment, measurements & verification (savings guarantee) and service agreements on new systems.

George stated all facility improvements are considered as one project to include the Justice Center, Detention Center, Administration Building, County Youth Court and Museum. This would include air conditioning units, boilers, chillers and heat pumps. This would also include a maximum 20 year payback (includes financing costs).

George explained five year measurement and verification period (guarantee) term. Commissioner Chilcott requested clarification. George replied as compared to a contractor, the installation work and the equipment usage are guaranteed to meet State

requirements. If it does not meet State requirements, Johnson Controls will pay to bring it up to the State statutes.

Commissioner Rokosch questioned the warranty on the systems for coverage. George replied equipment warranties cover the equipment parts for defects under the manufacturer warranty. It does not cover maintenance. Performance guarantee is for energy savings. They would train the county maintenance department on the new equipment for service. George stated it is a partnership to keep the equipment serviced and maintained.

George stated the capital expenditures credit on all buildings except County Youth Court totals \$1.7 million. The utilities rebate would be \$35,000 for one time. Initial savings would be \$22,000/yr. (est.) operation and maintenance savings. George added there will be a 4% utility cost escalation over term. Commissioner Driscoll asked if they had taken into account the rising costs of gas, propane, and other fuels. George replied yes, they can also separate those costs individually. There is a 5% financing interest rate.

George continued with the results of initial analysis. \$77,000 annual utility cost savings per year, \$2 million total capital project and self-funding with 20-year simple payback. There is no up-front capital contribution required.

George stated the next step is detailed development. The objective is final step prior to the performance contract approval and installation of energy efficiency/other improvements. It is essential the scope first be agreed to (measures in/out). They will complete the design to the extent necessary in order to obtain subcontractors, prepare bid documents & "walk" subcontractors. The last step would be to put final costs and savings together, and prepare the contract for approval.

George discussed the individual costs of the departments for what is required. These requirements ranged from lighting systems to heating/cooling systems.

George presented an annual cash flow analysis to the Board. It projected the energy savings, operational and capital cost savings. It included the project costs and annual service costs. Discussion followed regarding different projections by adjusting costs.

George suggested they firm up the numbers presented and return to the Board for a decision regarding the contract. Skip requested Klarryse Murphy, Internal Auditor be included regarding the financing of this project. The Board agreed.

Commissioner Chilcott made a motion to authorize Johnson Controls to continue to the detailed development phase. Commissioner Driscoll seconded the motion, all voted 'aye'.

The Board met for administrative issues. A decision of the Board was requested on additional costs for the courthouse roof. Glenda Wiles presented the Board with the cost for the Courthouse roof (by way of the contract with Montana Roof Man) at \$95,500 plus

\$42,270 additional cost for Change Order #1. Discussion followed. It was agreed the additional \$42,270 will come out of the Capital Reserves Fund and later replaced. **Commissioner Grandstaff made a motion to approve change order number one for an additional \$42,270 for the installation of the Courthouse roof. The \$42,270 will come out of the Capital Reserves Fund and later replaced from an InterCap loan or from another source as deemed appropriate by the Commissioners. Commissioner Driscoll seconded the motion. Commissioner Chilcott suggested discussing the fund reimbursement with the other departments in the Courthouse. All voted 'aye'.**

Minute approval of July 10th minutes - **Commissioner Chilcott made a motion to approve July 10th minutes with corrections. Commissioner Grandstaff seconded the motion, all voted 'aye'.**

Appointment of Commissioner Chilcott to Missoula Transportation Policy Coordinating Committee - **Commissioner Grandstaff made a motion to nominate Commissioner Driscoll to serve on the Missoula Transportation Policy Coordinating Committee. Commissioner Rokosch seconded the motion. Commissioner Rokosch, Commissioner Grandstaff, Commissioner Driscoll and Commissioner Thompson voted 'aye'. Commissioner Chilcott voted 'nay'.**

Additional Request for Proposal (RFP) for second part of Courthouse roof (8,000 square feet) – **Commissioner Chilcott made a motion to issue an RFP for the remaining 8,000 square feet. Commissioner Driscoll seconded the motion, all voted 'aye'.**

The Board met with Marcy Allen for a BREDD/CEDS update. Marcy gave a presentation for the Comprehensive Economic Development Strategy. (See Attached).

8/22/07

**A portion of the COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY
(CEDs):
ECONOMIC SECTOR GOALS**

Mineral, Missoula, and Ravalli Counties--Montana

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STRATEGIC PLAN

Vision for the Region

The following long-term vision for the region was crafted and adopted by the CEDS strategy committee.

Mineral, Ravalli and Missoula counties comprise a region of unique cultural and natural assets, where people want to live, work, and recreate.

Quality of life is very high for all citizens: all people have access to adequate health care; housing is plentiful and affordable; thoughtful infrastructure investments are made; our cities and towns are active centers of employment, shopping, housing, education and culture; the natural resource environment in public lands is preserved and managed with integrity for beauty, productivity, and accessibility to citizens; private open space and agricultural lands are preserved, well managed, productive and sustainable; and a full range of educational opportunities are accessible to meet people's cultural and employment needs.

Economic opportunity abounds, with a sustained supply of jobs that meet or exceed the cost of living, and allow people to build long-term economic security.

We protect and enhance the health and well-being of the most vulnerable among us: children, the elderly and people in need.

We nurture and cultivate leaders, and we build trust and collaborative partnerships in our communities. Public and private decision-makers are positive, knowledgeable and long-term in orientation. The citizenry is engaged and active.

Through innovation and adaptation, we find common ground and understanding between our region's diverse approaches to economic development. We create collaborative regional solutions that result in long-term positive outcomes for both people and the supporting natural environment.

Vital Projects for the Region

BREDD and the Regional Strategy Committee developed goals, objectives, and implementation activities in the following five areas considered vital to realizing the economic vision for the region:

1. Business Development
2. Education/Workforce Development
3. Infrastructure
4. Land Use
5. Redevelopment

Business Development

Goal

To create a regional environment and network of services that: 1) supports the growth, vigor, and innovation of existing and new businesses; and 2) attracts a wide range of successful companies from outside the area.

Objective 1

Enhance the capacity of elected officials and business service providers to leverage and market the region's opportunities for business development.

Implementation Activities

- Introduce to key business development stakeholders the "Economic Gardening" approach to creating an entrepreneur-friendly region.
- Determine ways to optimize the flow of information and relationship development between businesses, workforce development professionals, economic developers, agency programs, banks, and business service providers.
 - Websites
 - Roadshow
 - Listserves
 - Forums
 - Other
- Identify the condition of our region in terms of services for entrepreneurs. Determine the best means for identifying the region's business climate and their level of awareness related to the resources available to meet their needs?

- Identify the region's clusters (i.e., natural resource companies; life science; software development; IT services) and determine ways to support their growth.
- Identify ways to coordinate workforce and education activities with cluster development.
- Assess and coordinate with past and existing efforts to identify and leverage the region's assets that attract or retain businesses.

Objective 2

Increase the awareness of the requirements necessary to achieve comprehensive and sustainable development.

Implementation Activity

- Identify ways to quantify and communicate the role played by infrastructure, redevelopment, land use, workforce development and education in creating and sustaining the growth and vitality of local businesses and communities.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives
- Utilize BEAR report from the three counties to quantify progress and business assessment of the region's business environment.
- Utilize census and economic information to show changes in the business tax base.

Partners

Initial partners include but are not limited to:

Ravalli County Economic Development Authority, Montana Community Development Corporation, Missoula Area Economic Development Corporation, Missoula Job Services, Bitterroot Job Services, Mineral County Economic Development Corporation, Mineral County Extension Office, Bitterroot Resource Conservation & Development, Montana Department of Commerce, Montana Department of Labor and Statistics, Economic Development Administration, University of Montana, College Of Technology, Area Banks, Missoula County Public Schools, Ravalli County Public Schools, Mineral County Public Schools, County Business Expansion And Retention (BEAR) Programs, Local Governments, Private Consultants, United States Forest Service, Montana Business Connection, Blackfoot Telephone, Missoula Electrical Coop, Ravalli Electrical Coop, Qwest

Education/Workforce Development

Goal

Ensure that the area workforce and education systems are optimized to meet the changing needs of the region.

Objective 1

Increase coordination and understanding between area businesses needs and workforce/education network to better respond to changing economy.

Implementation Activities

- Respond to business needs for training by bringing employers to the “table” for planning and then implementing purposes.
 - Recognize the economic value in on going training offered through various public and private parties
 - Recognize that training needs vary with the size and type of businesses; recognize the needs of small companies
 - Encourage employer training toward retention of workforce
 - Engage labor in the discussion
- Bring the Workforce and Economic Development stakeholders together in a statewide ongoing forum.
 - Get education at the table when “economic development” is being addressed.
 - Economic development and education need to be aligned before a company makes a request:
 - Create a system that enables a group of experts to respond quickly to changes in workforce needs.
 - Connected to the whole education system.
 - Build a system to identify and quickly respond to meet new training needs.
- Create sector based strategies for collaboration and mapping jobs, employers, and sources of training needed to solve future workforce requirements.
 - Components of this model which would be important to recognize are: employer involvement as a key element; identify a job ladder which allows movement to better paying jobs; combined forces of services providers.
- Promote better training opportunities for the medical/health care profession
- Recognize the significant number of small companies and initiate training which addresses ‘self-employment’ and the components for success.

- Small businesses are not used to paying for/investing in training. This is a good place for government to get the ball rolling.
- Create a system which will offer information about and access to short-term training available in our communities
- Ensure that the full range of University of Montana assets are leveraged in support of regional workforce development and education.
- Utilize the existing Community Management Teams (CMT) in the three counties as a resource.

Objective 2

Improve the regions ability to plan for and respond to the wide range of ages contributing to the workforce and their various needs.

Implementation Activities

- Create Employment Preparation Skills training for youth and adults. Create employment retention skills training for youth, adults, and incumbent workers.
- Support and grow initiatives which recognize individuals in our communities as (1) in transition to college, (2) in transition from school to adult services (3) in transition to employment.
- Establish a list union and non-union apprenticeship programs and develop needed programs
- Create graduate level certification programs: MBA essentials, Microsoft Certification, Engineering, Global Training (MWTC and Govs office of Econ Dev)
- With a focus on youth employability (hard and soft skills) implement the following:
 - Work with high schools to develop and offer training for career development or continued education and internship programs.
 - Create a summer hire program for high school age students
 - Facilitate internships and work study at earlier ages
 - Dual credit programs and college courses available to high school students via distance education or other partnerships.

Recognize the aging populations and the need to offer training geared toward the older workforce by promoting technology training for older workers

- Informal group is currently working to develop a 'quick response' network to address layoffs in natural resource based jobs. Permanently establish a group to respond to these needs.
 - Include stone container, Stimson
 - Be proactive rather than reactive

Objective 3

Create centralized mechanism for grant writing or funding development which would support the local and regional workforce development and/or retention.

Implementation Activities

- Identify regionally a coordinator that would have an understanding of existing funding and be able to identify additional funding sources (public/private).
- Investigate the feasibility of having a regional resource to go after funding,

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives
- Utilize the three counties BEAR program to measure progress. Develop a quantitative report from BEAR interviews with confidentiality.
- Checking off 'implementation activities' as a measure of success

Partners

Initial partners include but are not limited to:

University of Montana, College of Technology, Job Services., Literacy Bitterroot, Unions, Adult Educations, Dickinson Lifelong learning center, Flathead Community College, Area High schools, Businesses, Small Business Development Center, Job Corp, Missoula County Public Schools, Experience Works, Employment Agencies, Project Challenge, Stimson, Stone Container, Restore Montana, University of Montana Continuing Education Program, Area Chambers (Missoula, Bitterroot, Mineral, Seeley), Local Community Management Teams (CMT)

Infrastructure

Overall Infrastructure Goal

Develop infrastructure that supports the vitality of the region's economy and that will enhance quality of life and preserve community values.

Water

Objective 1: Develop the knowledge and capacity for regional infrastructure coordination to ensure high water quality

Implementation Activities

- Explore new innovative technologies to ensure water quality
- Create regional inventory of water and sewer needs and prioritize those needs
- Investigate and secure regional funding opportunities for the area's prioritized needs.
- Investigate one source funding for multiple project locations
- Create regional forum to coordinate, communicate, and collaborate on water and sewer issues

Objective 2: Develop the knowledge and capacity for regional infrastructure to optimize water distribution for agricultural and irrigation purposes.

Implementation Activities

- Secure funding for ditch improvement, repair, and maintenance
- Identify and utilize current best practices to ensure efficient delivery, conservation, and use of water resources

Telecommunications

Objective 1: Develop the regions capacity to continually expand the telecommunication infrastructure in order to enhance the capability of the regions businesses to compete in today's global economy

Implementation Activities

- Investigate and understand the latest telecommunication technology and the implication for the regions economy in the short and long term.
- Be aware of the fast pace of technology development
- Explore wireless rural broadband for economic inclusion of rural communities in region
- Encourage comprehensive and continuous cell phone coverage throughout the region

Power and Energy

Objective 1: Increase capacity for regional planning and collaboration between coops and companies in order to optimize the region's energy portfolio and distribution

Implementation Activities

- Encourage regional planning and collaboration between electric coops and power suppliers
- Diversify the regions energy portfolio to include clean sources such as biomass, wind, cogen, natural gas, and small scale systems.
- Assist and promote regions commercial energy consumers to increase energy their efficiency.
- Extend 3 phase power where needed and feasible to assure adequate business development

Transportation

Objective 1: Increase and facilitate regional transportation planning to support safe and efficient movement of citizens by bus, car, rail, air, and non motorized vehicles

Implementation Activities:

- Explore opportunities to increase air flights to better support business, leisure, and recreational travel in and out of the region.
- Encourage interconnected regional bikeways, including local walkway and bike paths for local in-town commuting and recreation.
- Spread knowledge of available funding and programs to communities for transportation projects both state and federal
- Provide a forum to work with communities to plan and fund integrated regional roadway network.
- Seek funding to address pressures on local road systems from growth to ensure proper maintenance and air quality standards.
- Support public transportation and explore regional consolidation or coordination of transportation service providers
- Improve wildlife corridors and safety for both wildlife and drivers
- Extend and enhance transportation options including web based carpooling and van pool networks
- Explore regional standards for transportation corridors
- Support diversification of the airports economic base as a major economic engine for the region

Public Safety

Objective 1: Improve ability to respond to emergencies and provide adequate law enforcement throughout the entire region

Implementation Activities

- Coordinate better with state and federal responders
- Improve radio systems for better communications in rural areas
- Create communication systems to broadcast emergencies in rural areas
- Support enhanced 911 addressing in rural areas
- Ensure law enforcement coverage in rural locations
- Support state meth awareness and enforcement
- Encourage comprehensive and continuous cell phone coverage throughout the region

Solid Waste Management

Objective: Improve the region's ability to efficiently reduce, reuse, and recycle and dispose of solid waste

Implementation Activities

- Inventory capacity regionally and identify priority areas
- Bring more recycling to the region: glass, plastic, newspaper/cardboard.
- Bring curbside recycling to rural areas
- Develop recycling drop-off points for rural areas.
- RV waste disposal site availability needs to increase
- Address rural dumping
- Investigate expanding or creating community compost yards

Housing

Objective: Develop innovative affordable options for present and future housing needs for the citizens of the region.

Implementation Activities

- Explore housing co-ops for senior citizens and low income residents.
- Work with local officials to develop continuity in neighborhood development to provide for open-space, parks, and hiking and biking trails and public transportation stops.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives

- Calculate and monitor amount of infrastructure investments aligned with the implementation activities

Partners

Initial partners include but are not limited to:

Mountain Water, Bitterroot Resource Conservation and Development, BitterRoot Irrigation District, Corvallis Canal Water System, Daly Ditch, City of Hamilton, City of Stevensville, Distribution Companies that utilize irrigation water, Town of Darby, City of Missoula, Town of Alberton, St. Regis, Superior, Department of Natural Resource and Conservation., Missoula Ravalli Transportation Management Association, Mountain Line, Bitterroot Bus, Seeley Lake Water District, Seeley Lake Sewer District, St Regis Sewer Districts

Land Use

Goal

Develop capacity for responsiveness, consistency, adaptation and innovation in regional land use planning and policy in order to: 1) get "in front" of development pressure; 2) ensure a balance between the built environment, open space, and productive lands for a strong regional economy and quality of life.

Objective 1

Improve public agency, private sector, and citizenry understanding of how land use policy and planning contribute to the regional economy and quality of life.

Implementation Activities

- Explore opportunities, partnerships, and funding to improve public understanding (of all age levels) of roles and processes of land use planning.
 - Explore speaker bureaus and other venues throughout the region for public education
- Develop a Growth Policy presentation (web based and powerpoint presentation) for each community in the District which:
 - summarizes the goals and objectives of adopted Growth Policy;
 - ties the Growth Policy to implementation tools like County and City zoning and subdivision regulations;
 - explains the limitations inherent in Montana law with regard to enforcement of Growth Policy provisions; and

- o identifies opportunities for policy update and regulatory reform.
- Form a coalition to advocate for changes to land use regulations prior to and during the 2009 legislative session. Engage legislators representing the District (incumbents, candidates) in substantive discussion of land use issues prior to the 2009 legislative session.

Objective 2

Increase the region's ability to work together on land use planning crossing jurisdictional boundaries.

Implementation Activities

- Work with New West to develop session regarding regional land use planning at their Real Estate and Development in the Northern Rockies Conference.
- Create mechanisms for addressing the impacts of development across jurisdictional boundaries.
- Identify, engage, and coordinate existing collaborative groups within the region and those groups that are already working regionally to address land use issues.
- Convene a periodic regional dialogue on land use planning and growth issues.

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives
- Number of new partnerships and cross jurisdictional activities are in place as part of this initiative and how they relate to the goal and objectives.
- A list of presentations and meetings on educational land use activities that took place and approximate number of attendees.
- Response generated by web-based information
- A list of groups/partners that have agreed to participate in the process

Partners

Initial partners include but are not limited to:

Local planning offices, Community and Neighborhood Councils, Five Valleys Land Trust, Bitterroot Land Trust, Right to Farm and Ranch Board, , Plum Creek,

Federal and State resource agencies, State and local transportation agencies, Sewer districts, Public Works Departments, Salish Kootenai Tribe, Bitter Root Resource Conservation and Development, Resource Advisory Councils (RACs), National Association Counties, Rocky Mountain Elk Foundation, Trout Unlimited, Elected State Legislators, County Commissioners, Mayors and City Council members, private sector planning and design community, private sector real estate community, financial community

Re-Development

Goal

Tie restoration of the natural and built environments to the long term health and resilience of the area's economy.

Objective 1

Increase the capacity within the three counties to effectively and efficiently revitalize contaminated and underutilized former industrial lands.

Implementation Activities

- Explore best structure to house and expand Brownfield program to serve the three counties
- Determine how to best coordinate information and partnerships to effectively leverage federal, State and local programs in conjunction with private investment sources.
- Find funding to create redevelopment feasibility evaluation criteria, conduct an inventory of existing sites, and rank sites.
- Identify the regulatory and redevelopment barriers to Brownfields clean up and revitalization.
- Develop case study and compile lessons learned from Missoula Sawmill Site and previous efforts at Missoula's White Pine site
- Encourage public private partnership in order to achieve community health, safety, and growth management goals by accessing efficiencies of private investment

Objective 2

Increase the effective use of policy, strategies, and public/private financing tools to develop vibrant commercial cores

Implementation Activities

- Investigate and educate communities on tax increment financing and other tools to create robust central business districts for both urban and rural communities
- Create clearinghouse to share expertise and experience among the region's planning and economic development agencies to facilitate, distribute and leverage existing programs within the region
- Maximize use of various programs throughout the three county region, including Main Street Program, Community Transportation Enhancement Program, Community Development Block Grant, New Market Tax Credits.
- Create an optimal investment environment and transparent regulatory process to attract and strengthen private sector involvement in vibrant commercial core development
- Assure private sector participation in the development of commercial core policy

Objective 3

Increase regional awareness of restoration based economic development and improve the region's capacity to pursue it.

Implementation Activities

- Coordinate with Department of Natural Resource Conservation office of restoration and reclamation on their state wide restoration effort
- Facilitate partnerships between public agencies and private entities
- Support the current collaborative effort among wide spectrum of federal, state, county and private organizations going on with Milltown dam
- Educate the citizenry about restoration economy and its benefits

Measurements

- Measure the degree to which the implementation activities have been achieved and to what extent that have contributed toward accomplishing the goals and objectives
- How many industrial sites have been identified, ranked, and have started to be redeveloped including the anticipated investment in those sites.
- How many commercial core projects have been initiated and what is the anticipated investment
- How many Natural Restoration projects have been initiated and what is the anticipated investment

- Redevelopment subcommittee will develop a framework for measuring progress and redevelopment and its effect on the economy and local quality of life

Partners

Missoula Redevelopment Agency, Regional Economic Development Organizations, engineering and planning firms, Incorporated Towns, Counties, State Department Environmental Quality, Environmental Protection Agency, Private finance, Developers, College Of Technology, University of Montana, Center for the Rocky Mountain West, Restore Montana, Western Progress, Department of Natural Resources and Conservation